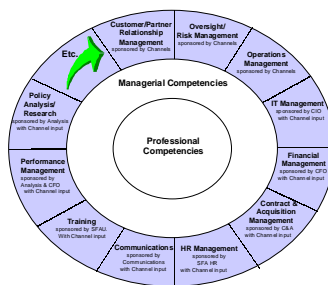




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SFA Competency Dictionary

Functional Competencies *Human Resources*



Functional Competencies represent the knowledge, skills and abilities required to successfully perform a specific role within SFA.

Functional Competency	Definition
Human Resources Strategy and Planning	<ul style="list-style-type: none"> ▪ Demonstrates ability to define and “implement” (within regulatory legislative framework) a strategic HR vision aligned to SFA organization goals ▪ Demonstrates the ability to appropriately prioritize and direct the development of an HR Implementation Strategy that prioritizes and defines the HR programs and processes of SFA ▪ Demonstrates knowledge of the theories, strategies and processes underlying the effective management of change for the individuals as well as the SFA organization in the design of HR Programs (Change Management Skills) ▪ Demonstrates awareness of issues, trends and best in business thinking associated with human resources practices and effectiveness and applies that understanding to the design of HR programs (Best Practice Knowledge) ▪ Demonstrates an understanding of the role of values and socialization in organization success and individual behavior, and applies that understanding in the design of HR programs (Organization Culture)
Human Resource Information Systems (HRIS)	<ul style="list-style-type: none"> ▪ Demonstrates ability to manage the implementation/performance of HR administration/information system ▪ Demonstrates skill in maintaining, monitoring and updating records in HRIS database ▪ Demonstrates ability to monitor the performance of the system, which supports the various teams in the HR



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SFA Competency Dictionary

Functional Competency	Definition
	<p>organization</p> <ul style="list-style-type: none"> ▪ Demonstrates skill in effectively utilizes the HRIS to complete routine HR activities and to generate necessary reports
Recruitment, Selection, Deployment and Transition Management	<ul style="list-style-type: none"> ▪ Demonstrates ability to partner with Channels/Organization Units to assess, evaluate and analyze resource requirements ▪ Demonstrates ability to partner with Channels/Organization Units to develop resource plan based on SFA business goals and objectives ▪ Demonstrates ability to evaluate various recruitment, selection, deployment and transition programs to determine best practices applicable to SFA ▪ Demonstrates ability to develop recruitment, selection, deployment and transition strategies that will support SFA-wide goals and objectives ▪ Demonstrates skill in providing Channel/Organization Unit-specific advice, guidance and support services in recruiting and hiring process ▪ Demonstrates ability to identify issues and recommend solutions related to recruitment, selection, deployment and transition ▪ Demonstrates ability to coordinate organization-wide implementation of personnel programs related to recruitment, selection, deployment and transition ▪ Demonstrates skills in preparing cost/benefit analysis of new recruitment, selection, deployment and transition programs ▪ Demonstrates ability to identify customized approaches in recruitment, selection, deployment and transition
Recruitment, Selection, Deployment and Transition Administration	<ul style="list-style-type: none"> ▪ Demonstrates understanding of the steps and procedures involved in recruitment, selection, deployment and transition ▪ Demonstrates ability to receive and conduct initial screening of application form for hiring/promotion/transfer ▪ Demonstrates ability to conduct initial screening interview and assess qualifications based on expressed business need ▪ Demonstrates ability to evaluate applicant forms by matching applicant qualifications and experiences to position requirements ▪ Processes appointment papers (i.e. hiring, promotion, change designation, etc.) in a timely, efficient and effective manner using appropriate systems and processes ▪ Demonstrates ability to document current recruitment, selection, deployment and transition practices



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Functional Competency	Definition
	<ul style="list-style-type: none"> ▪ Demonstrates skill in maintaining and updating applicants' data file
Compensation, Recognition and Benefits Administration	<ul style="list-style-type: none"> ▪ Demonstrates knowledge of compensation, recognition and benefits policies and processes ▪ Applies knowledge and skills required to design, implement and administer compensation, benefits and reward programs ▪ Applies understanding of Compensation and Benefits Administration to evaluating and analyzing implications of proposed compensation, rewards and benefits programs ▪ Demonstrates ability to respond to compensation and benefits inquiries ▪ Applies concepts and guidelines of Compensation and Benefits Administration to ensure compliance with policies and plans ▪ Manages the implementation of compensation, benefits and reward programs using the HRIS ▪ Demonstrates ability to prepare various reports for management and other government agencies on compensation and benefits
Employee and Career Development	<ul style="list-style-type: none"> • Demonstrates knowledge and understanding of Competency and Career Modeling • Demonstrates ability to partner with SFA leadership to develop SFA's Career Progression Model • Demonstrates ability to provide counseling services related to career development based on SFA's Competency and Career Progression Models • Demonstrates ability to partner with SFA University to create employee development programs based on SFA's Competency Model and Career Progression Model
Performance Management	<ul style="list-style-type: none"> ▪ Demonstrates knowledge of key concepts of performance management and the link between those concepts, business strategy and other HR processes ▪ Applies knowledge of Performance Management to the design and development of SFA's performance management program that ensures alignment to business strategy and linkages to other HR systems ▪ Demonstrates ability to conduct relevant research on performance and competency management best practices, analyzes issues related to current system and recommends improvement alternatives ▪ Demonstrates skill in developing performance management procedures and guidelines



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SFA Competency Dictionary

Functional Competency	Definition
	<ul style="list-style-type: none"> ▪ Demonstrates ability to evaluate the current performance appraisal results and its impact on employee performance, productivity and motivation and prepare reports for management
Performance Management Administration	<ul style="list-style-type: none"> ▪ Demonstrates ability to administer performance appraisal system in a timely, accurate and efficient manner ▪ Demonstrates skill in updating and maintaining SFA Competency Dictionary ▪ Documents current performance measurement and reward systems and processes ▪ Demonstrates ability to provide performance appraisal and support services to management and employees
Employee and Labor Relations Management	<ul style="list-style-type: none"> ▪ Demonstrates understanding of SFA and other federal government rules and policies on employee-labor relations ▪ Demonstrates ability to conceptualize programs and activities that will develop and maintain harmonious and productive relationships within the organization ▪ Demonstrates the ability to help set strategic direction and recommend policies related to employee programs and labor relations ▪ Demonstrates ability to develop SFA's labor-management strategy and vision in partnership with SFA management and union leadership ▪ Demonstration the ability to plan, manage, and negotiate in meetings/dialogue between labor and management ▪ Demonstrates the ability to evaluate and analyze effects/implications of existing/proposed employee programs and labor relations and recommends appropriate solutions ▪ Demonstration skill in developing guidelines and procedures related to employee programs and labor relations ▪ Demonstrates ability to resolves employee disputes and grievances utilizing appropriate channels and procedures
Employee and Labor Relations Administration	<ul style="list-style-type: none"> ▪ Demonstrates understanding of SFA and other federal government rules and policies on employee-labor relations ▪ Demonstrates ability to prepare required reports and documents related to employee and labor issues ▪ Demonstrates ability to conduct data gathering activities related to employee and labor issues ▪ Demonstrates ability to handle basic employee-related



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SFA Competency Dictionary

Functional Competency	Definition
	<p>inquiries</p> <ul style="list-style-type: none"> ▪ Demonstrates ability to plan and conduct research on employee and labor relations ▪ Demonstrates skill in monitoring implementation of agreements between labor and management
Human Resources Administration	<ul style="list-style-type: none"> ▪ Demonstrates understanding of HR processes and policies ▪ Plans and develops HR administration programs, projects and activities based on understanding of HR processes ▪ Ensures the uniform implementation of defined HR policies and procedures ▪ Prepares/processes various HR documents based on policy compliance ▪ Demonstrates ability to evaluate/analyze statistical data/information on personnel and prepares reports ▪ Handles and monitors file transfer, storage and disposal of personnel records, back-up files, office reports and other information HR documentation ▪ Identifies HR administration issues and concerns and makes informed recommendations to stakeholders ▪ Identifies inefficiencies in the HR administration processes and makes recommendations for areas of improvement
Planning and Budgeting	<ul style="list-style-type: none"> • Demonstrates an understanding of the planning and budgeting process • Demonstrates the ability to apply planning and budgeting concepts to ensure accurate and timely reporting of business forecasts and budgets to predict revenues and spending actively
Contract Management	<ul style="list-style-type: none"> • Demonstrates an understanding of the contract management vision of SFA • Demonstrates an understanding of contract management concepts, procedures and regulations • Demonstrates ability to develop, manage, and monitor effective memorandums of understanding with vendors and third party service providers • Ensures compliance with government contracting regulations I • Applies the contract management vision to develop, sustain and improve relations with contractors/vendors in order to meet SFA's needs and objectives • Demonstrates ability to monitor progress and ensure



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SFA Competency Dictionary

Functional Competency	Definition
	<p>vendor/contractor adheres to standards and expected outcomes</p> <ul style="list-style-type: none">• Demonstrates skill in working with vendors to lower the costs associated with technology and processes
Office Administration	<ul style="list-style-type: none">• Utilizes knowledge of administrative concepts and practices (answering phones, filing, scheduling, etc.) to plan, deliver and manage support services vital to running SFA's office operations
Customer Relationship Management	<ul style="list-style-type: none">▪ Demonstrates understanding of SFA's service standards and engages in such behavior to encourage customer satisfaction▪ Proactively anticipates customer needs▪ Uses tools and available information to effectively build insight into customer needs for insightful, integrated interactions
Conflict Resolution	<ul style="list-style-type: none">▪ Demonstrates ability to quickly identify or isolate the root cause of issues or problems▪ Proactively follows up on misunderstandings and critical issues to ensure they are recognized and resolved▪ Demonstrates the ability to convene the appropriate stakeholders to address issues and concerns when necessary▪ Demonstrates understanding of conflict resolution escalation process (both formal and informal) and adheres to such process in all situations▪ Remains calm and focused when others are showing signs of stress
Facilitation	<ul style="list-style-type: none">▪ Demonstrates ability to coordinate and guide the exchange of information and ideas in one-on-one meetings and group working sessions designed to meet objectives▪ Manages one-on-one interactions and group work sessions to ensure all participants feel that outcomes are fair and correct
Active Listening	<ul style="list-style-type: none">▪ Demonstrates ability to listens to and accurately capture others' expectations, ideas and concerns using active listening techniques (validation by repeating what was heard and asking follow-up questions for clarification)▪ Demonstrates skill in adjusting manner/style/language to fit situation and expectations